



World Concern Development Organization

**VIETNAM:**

**THE ADAPTIVE VOCATIONAL TRAINING  
PROGRAM FOR ADOLESCENTS WITH DISABILITIES**

**FINAL PROGRAM REPORT**

30 SEPTEMBER 1998 THROUGH 30 JUNE 2005

for

THE UNITED STATES AGENCY  
FOR INTERNATIONAL DEVELOPMENT

Displaced Children and Orphan's Fund  
GRANT NO. 492-G-00-98-00042-00

Submitted by:

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26 September 2005



World Concern Development Organization

*The Adaptive Vocational Training Program for Adolescents with Disabilities*

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*The Adaptive Vocational Training Program for Adolescents with Disabilities*

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## **List of Acronyms/Abbreviations**

ABE	Alternative Basic Education
AR	Awareness Raising
AVTP	Adaptive Vocational Training Program for People with Disabilities.
AWD	Adolescent with Disabilities
CBSW	Community Based Social Worker
CPFC	Committee for Population, Families and Children
CSW	Community Social Worker
DoET	Department of Education and Training
DoLISA	Department of Labour, Invalids and Social Affairs
DSC	District Steering Committee
MoET	Ministry of Education and Training
MoLISA	Ministry of Labour, Invalids and Social Affairs
NCCD	National Coordinating Council on Disability
PMT	Provincial Management Team
PWD	People with Disabilities
SIYB	' <i>Start and Improve your Business</i> ' business management training.
SSHO	Society of Support for Handicapped and Orphans
SYB	' <i>Start Your Business</i> ' business management training
VNAH	Vietnam Assistance for the Handicapped
VNRC	Vietnam Red Cross
WCDO	World Concern Development Organization



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*The Adaptive Vocational Training Program for Adolescents with Disabilities*

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## **FINAL PROGRESS REPORT**

**REPORTING PERIOD:** 30 September 1998 through 30 June 2005

### **GENERAL REFERENCE**

- A. NAME OF PVO: World Concern Development Organization (WCDO)
- C. AID AGREEMENT NO: 492-G-00-98-00042-00
- B. TITLE OF PROJECT: The Adaptive Vocational Training Program For Adolescents with Disabilities (AVTPAD)
- D. DATE OF THIS REPORT: September 26, 2005

### **I. SUMMARY**

World Concern Development Organization (WCDO) is a U.S.-based humanitarian organization that has decades of experience implementing projects in small scale, family credit and providing livelihood and vocational training opportunities for youth in difficult circumstances. From 1998 to 2005, WCDO implemented a program in Vietnam called 'Adaptive Vocational Training Program for Adolescents with Disabilities', with support from the U.S. Agency for International Development (USAID). The overall aim of the program is to enable targeted disabled adolescents in three provinces of Vietnam to address their own vocational, social and economic needs.

The program has had three distinct phases. Initially the program was approved for a two-year period; October 1998-December 2000, with an \$875,344 grant from USAID. USAID then approved a one-year extension until September 2001 with \$250,000 additional program funding. WCDO regards the period of October 1998-September 2001 as phase one of the program. A second, slightly modified proposal was approved by USAID for the period October 2001-September 2004 and with funding of \$991,500. This is regarded as phase two of the program. From January to June 2005, USAID supported the last six-month extension of the program with additional funding of \$49,749.

Implemented in three provinces of Hai Duong, DaNang and Quang Nam, the program served 1,050 adolescents with disabilities<sup>1</sup> as the direct beneficiaries, an estimated 2,000 AWD family members, over 600 business owners, 63 community support workers, more than 100 government officials of local and national levels and approximately 1,000 community members as the indirect beneficiaries.

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<sup>1</sup> There are more than 5% of non-disabled youth who are orphans in special difficult conditions or children from very poor families included in these beneficiaries. WCDO's experience has confirmed that a small percentage of non-disabled adolescents living in extremely difficult circumstances in the program will promote normalizing social development within the training environment for the AWD, and create opportunities for marginalized youth. For convenience, when AWD is mentioned, the non-disabled young people living in extremely difficult conditions are included.

In the project, a mid-term evaluation was completed in June 2003 and a final evaluation in January 2005, both led by external evaluators. The evaluation process consisted of both qualitative and quantitative data collection. Questionnaire surveys were administered to the major Government partners, semi-structured interviews were conducted with WCDO staff as well as with beneficiaries in their homes and businesses, and the evaluation team reviewed project documents.

There is no doubt that this program is a success. Stakeholders from the grassroots level to the national Ministry of Labour, Invalids and Social Affairs agreed strongly that it was an excellent program meeting an urgent community need - the skill training, employment and social integration of people with disabilities. Data collected during the evaluations indicated obvious significant benefits to the AWD, their families, and community; however there are some areas for improvement that could greatly enhance potential for positive outcomes. It is anticipated that findings from the evaluations will contribute to adjustments of strategies to help secure employment and income for people with disabilities in future programs.

In general, the project is being implemented at a slow pace, but with remarkable output considering the environmental constraints and the unique target population. The outcomes are essentially on target with the proposal, and were visible in terms of income and employment, social integration, and attitudinal change. Significantly, the evaluation results suggest that the model used for raising awareness, vocational training, employment and income generation, social integration and support for AWD is valid for the semi-rural environment of Vietnam. Particularly, the use of the non-formal sectors for vocational training and employment was found to be effective and should be regarded as an innovative approach that could help the economic future of PWD in Vietnam and have a positive influence on related policies. Awareness raising from the grassroots to high-level government officials in these three provinces is likely to have long-lasting and far-reaching positive impacts for people with disabilities in these provinces.

This program has a good chance of being sustained, or at least the approach and model sustained on a smaller scale, for two reasons. Firstly, it is an effective model that meets a community need, thus the government and community want to sustain it. Secondly, these key stakeholders have the skills to sustain the program because of the heavy investment in professional development of community workers and local government officials.

Of course, no program is perfect and there is always room for improvement. WCDO wishes to use the experience of six years of implementation of this program to replicate the activities in other geographical areas. The evaluation shows that there are no major structural problems, or changes that should be made to the model of implementation. The recommendations in this report are intended to improve implementation, and scale up the impact of the program for the future.

In many cases, the weaknesses of this particular program reflect more widespread weaknesses in the vocational training and employment situation for all young Vietnamese. For example, the quality of vocational training in Vietnam is generally inadequate, working conditions for most young Vietnamese are poor, income in small businesses is low for most employees, particularly the young, and occupational health and safety conditions are unsafe for many Vietnamese workers in Vietnam.

## II. PROGRAM GOALS & OBJECTIVES vs. ACTUAL ACCOMPLISHMENTS

The program targets adolescents (ages 14-19) with disabilities (AWD) who can potentially integrate into society, undertake vocational training and secure employment from skills gained in the training.

The goal of the program is to enable disabled adolescents to address their own vocational, psycho-social and economic needs.

The program aims to be comprehensive, with four broad objectives:

1. Awareness Raising
2. Vocational Training
3. Employment and Income
4. Support Networking

To achieve these objectives the program took a comprehensive approach to providing support to the adolescents and their families. Activities such as peer group development, life skills training, family and community education, support for household or business accessibility modifications and health support are provided to the beneficiaries in addition to the vocational training and job placement assistance.

These four objectives form the basis of the four goals of the program:

**Goal 1:** To raise awareness about disability issues involving the AWD themselves, their families, WCDO staff, government project partners, vocational trainers, ABE teachers, and the general community as a whole.

***Output Indicator 1.1:*** *At least 70-80% of participants in Awareness Raising (AR) training demonstrate increased awareness of disability issues.*

**Goal 2:** To undertake a vocational training project involving both formal (institutional) and informal (small businesses) participants ensuring that the AWD gets high-quality training to enable them to graduate and secure employment.

***Output Indicator 2.1:*** *At least 75% of AWD who participate will successfully complete their course/s.*

**Goal 3:** To provide access to employment and income generating opportunities for graduated AWD, preferably within their own local community.

***Output Indicator 3.1:*** *At least 70% of graduates are meeting their vocational needs.*

**Output Indicator 3.2:** *At least 70% of graduates are earning incomes greater than that before the training.*

**Goal 4:** To teach valuable life-skills and help integrate the AWD beneficiaries more into society through social activities and supportive networks.

**Output Indicator 4.1:** *At least 70% of graduates feel they receive greater mutual support than before the program.*

**Output Indicator 4.2:** *At least 70% of graduates feel that they apply new knowledge and skills.*

All the expected outputs of these four major goals have been met. The specific results for each of the indicators are summarized as follows:

## OUTPUTS FROM THE FOUR MAJOR PROJECT GOALS

Output indicator	Statement of Achievement	Means of verification
<b>Output Indicator 1.1:</b> <i>At least 70-80% of participants in Awareness Raising (AR) training demonstrate increased awareness of disability issues.</i>	More than 80% of participants in the project who reported attending formal Project training/s also reported a change in personal awareness about disability issues.	Mid-term & final evaluation
<b>Output Indicator 2.1:</b> <i>At least 75% of AWD who participate will successfully complete their course/s.</i>	99% successfully completed their formal or informal course. The vocational training was widely viewed as very good, relevant and appropriate by most AWD and their families. In general, the informal, on-the-job training was regarded as better than formal training in institutions, but most people recommended keeping some formal training for some AWDs.  There were few suggestions for improving the vocational training model, other than increasing the training time for some AWD. Many program partners, including CSWs, Province Management Committees and District Steering Committees suggested that the training period needed to be longer, particularly for young people with intellectual disabilities. Interestingly, only 35% of the AWDs felt that the training time should have been longer (28 of 80 AWDs interviewed). This could have been as most of the AWDs interviewed had been successful in getting employment.	Project Records
<b>Output Indicator 3.1:</b> <i>At least 70% of graduates are meeting their vocational needs.</i>	The employment rates for the young people with disabilities who participated in this program were very high at 83% overall. Retention also seems to be good through observations and individual interviews during site visits, although it has not been possible to do a full analysis of retention rates as part of the evaluation.	Mid-term & final evaluation

Output indicator	Statement of Achievement	Means of verification
	<p>WCDO staff have analyzed the reasons for some AWDs failure to gain or retain employment. A number of reasons are cited, the key one being health of the AWDs. Another key reason given by the WCDO staff is inappropriate selection of AWDs and training, i.e. that the training was not appropriate for that individual, they were not interested in or capable for that particular industry, or the training business didn't provide good training. Employment rates for the formal training were also lower, because of inappropriate skills, low skill level and insufficient job placement support provided by the Institution.</p> <p>In the interviews for the final evaluation, employers were asked why they thought some AWDs were unable to find work. Twelve (12) employers cited poor skills or the disability as a reason, eleven (11) cited low awareness of employers and the community and twelve (12) cited personal reasons of the AWD, such as lack of motivation, health problems, lack of family support. Only two (2) employers cited fears of customer's negative perceptions of PWD and one (1) difficulties with the business not having enough work.</p>	
<p><b>Output Indicator 3.2:</b> <i>At least 70% of graduates are earning incomes greater than that before the training.</i></p>	<p>According to Project records, the overall income range for those employed (83% of the 1,049 graduate AWD) as the end of the project was \$3.0-\$45/month in Quang Nam; \$3.5-\$60/month in Danang; and \$3.5-\$65/month in Hai Duong.</p>	<p>Mid-term &amp; final evaluation</p> <p>Project Records</p>
<p><b>Output Indicator 4.1:</b> <i>At least 70% of graduates feel they receive greater mutual support than before the program</i></p>	<p>86% said that the program had helped raise awareness about disabilities in their families. Most mentioned more caring, more understanding, sympathy and help, better communication.</p> <p>Only 8% of AWD respondents said they did not regularly attend the Peer Group Meetings. Those who met mentioned that it was for social company, games, music, sharing experiences. The group activities had helped in confidence, social interaction, fun, happiness, social and health learning.</p>	<p>Mid-term &amp; final evaluation</p> <p>Project Records</p>
<p><b>Output Indicator 4.2:</b> <i>At least 70% of graduates feel that they apply new knowledge and skills</i></p>	<p>100% of those employed (86% of the total) are, of course, applying new skills.</p> <p>AWD were asked if there had been a change in their level of social interaction and/or personal health during the Project (poor, fair, good, excellent): 1% said 0 change in social interaction; 33% said 1 level of change; 37% said 2 levels of change; and 29% indicated 3 levels of change. For changes in personal</p>	<p>Mid-term &amp; final evaluation</p> <p>Project Records</p>



Output indicator	Statement of Achievement	Means of verification
	health, 32% indicated 0 change; 39% indicated 1 level change; 24% has 2 levels of change; and 5% had 3 levels of change.	

### **III. OTHER MAIN FINDINGS ON THE OUTCOMES OF THE PROGRAM (Please refer to the Final Evaluation Report for more details)**

#### **Awareness Raising**

Improved awareness of the abilities of young people with disabilities is probably the key outcome of this program, and the key to its future sustainability. The AWD and their families and employers felt that the most important achievement of the program was the job and income now earned by the young people with disabilities. However, over 50% also mentioned personal and community awareness raising as a major achievement. All of the other stakeholders interviewed agreed that awareness raising of the community was either the most important outcome of the program or the second most important.

#### **Introduction of a New Training Model**

Introducing the model of on-the-job training to Vietnam is a significant outcome of this program. WCDO was the first organization to introduce the concept of on-the-job training for people with disabilities in Vietnam.

All respondents to the interviews praised the model of informal, community-based training. The strengths are seen to be convenience and flexibility for young people with disabilities who often have difficulties with transport, the practical training style, which tends to suit people with a poor educational background, the capacity to teach ‘soft skills’ such as work discipline, communication with colleagues, etc, and the tight connection with employment. Between 65-75% of the employers who provided training then hired the people with disabilities on completion of the training. A large number of them also provided additional training time with no support from the program.

The model has been embraced by local government as well. Both of the Job Service Centers interviewed plan to include an on-the-job, practical component in their future vocational training courses, not just for people with disabilities, but for all trainees. In Hai Duong the Social Protection Center is now providing on-the-job training for people with disabilities with funding provided by DoLISA. The Red Cross in DaNang also plans to introduce the model of work placements as part of the training they provide at their vocational training center for people with disabilities in DaNang. In Tam Ky, the main town in Quang Nam province, a new project to assist Children in Especially Difficult Circumstances (CEDC) has adopted the on-the-job training model and is providing vocational training using this model exclusively.

### **Capacity Building of Local Officials and Community Workers**

One of the lessons learned from this program is that investing in local officials such as Red Cross workers or DoLISA staff is worth it. As part of this program, Community Social Workers<sup>2</sup> were employed to work on the ground with AWDs and their families and with businesses. In the majority of cases these workers were either current or retired Red Cross or DoLISA community social workers. WCDO invested in these CSWs significant training in disability awareness, social work, how to communicate with adolescents with disabilities, program supervision and basic sign language.

This investment appears to have paid off, both for effective implementation of the program, and for its sustainability. The CSWs are identified by all program partners as the key to the success of this model of vocational training and employment, thus the sustainability of the model depends on them. It is a positive sign that so many of them are willing to continue their work. Of course, this is no guarantee that they will in fact do so, but it is an indication.

### **Business Management Training for AWDs**

One new initiative that was not specifically envisaged in the original proposal, was training in business management for those AWDs who wished to start their own small business. During the last 12 months of the program, 225 AWDs and 30 employers of AWDs attended training in business management. The training is an international program called ‘*Start and Improve your Business*’ (SIYB) developed by the International Labour Organization (ILO) and introduced here in Vietnam in partnership with the Vietnam Chamber of Commerce and Industry (VCCI). The training helps potential business owners to identify markets and develop a business plan and some basic business management skills. Interview respondents rated the SIYB small business training very highly. The only negative comment was that there should be more of it and it should have been delivered earlier in the program.

### **Establishment of Peer Groups**

As part of the program, twenty-five (25) peer groups were formed (one per district). Most interviewees mentioned that the establishment and activities of these groups was a successful outcome of the program. All groups said that they wanted to continue their activities, and most thought that this would be possible.

### **Main weaknesses of the Program**

#### **Low Impact on National Policy**

This program has been largely a community based program. WCDO has an umbrella agreement with the National Ministry of Labour, Invalids and Social Affairs, but the main implementation agreements are at the Provincial level. The General Department of Vocational Training has not been involved with this program at all, and MoLISA had only a general understanding of the program. They were aware that it had been successful in helping young people with disabilities find

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<sup>2</sup> The term ‘social work’ is used in Vietnam to include any skills related to working with the community, not the profession of Social Work as it is understood in the West.

jobs, but did not understand the details. There have been efforts to create influence on a national level such as several site trips for national officials and the final sharing workshop and lessons learned booklet, which received enthusiastic positive response from national participants. However, this is far from enough to create a sustainable influence for policy improvement.

Given the outstanding success of the program, and the fact that it has successfully introduced a new model of vocational training for a highly disadvantaged group, there is an opportunity to influence national policies. The fact that Provincial government agencies find the model appropriate and support this comprehensive approach, suggests that it should be replicated more widely.

#### **Lack of Strategic Focus.**

WCDO staff in the Hanoi office felt that a number of the activities had been reactive rather than strategic. For example, the leadership training for the Peer Groups had not been part of the original plan for the program, and was introduced late in the Program. The business start-up training also was only done in the final year of the program and should probably have been done earlier.

Being able to react to new opportunities and respond to unforeseen needs is important, particularly for this kind of community-based program. However, it is also important to have clear strategic directions and for all partners to understand these. A balance needs to be found between planning and strategy and flexibility to respond to emerging issues and opportunities.

#### **Insufficient Connections with other Initiatives that can Support AWD.**

Although the infrastructure of support for people with disabilities is underdeveloped in Vietnam, there are some programs and initiatives that can assist. Families and AWDs interviewed did not seem very aware of other government or non-government services that could provide assistance to people with disabilities. The Community Social Workers did provide referrals to other services they were aware of, such as wheelchairs from Vietnam Assistance for the Handicapped or private funding for surgery; however this does not seem to have been done in a systematic way. There was little or no printed information provided to families about other services, and little support from WCDO to help the CSWs understand other available services and agencies.

As services for people with disabilities increase and improve, more referrals should be made rather than expecting one program to do everything. Although it is a comprehensive program, funding should not be spent on services that can be sourced from elsewhere.

## **IV. SUSTAINABILITY**

Sustainability of a program such as this requires a number of elements in addition to finance. Sustainability of a new model of community-based vocational training requires acceptance of the model, understanding of knowledge of how to implement the model, time and commitment of government and community. Few programs implemented in the developing world are able to become fully financially sustainable, and this program is no exception. However, there are



indications that some government finances will be committed to activities such as vocational training for people with disabilities.

Other than financial sustainability, this program has a good chance of being sustained. This is because of two main factors, firstly, the model of community-based training introduced has been seen to be effective and meet a community need, thus the government and community want to see it continued. Secondly, the program has included active capacity building and awareness raising of program partners, whom as a result have both the motivation and the technical capacity to continue most program activities, although admittedly on a smaller scale.

### **Peer Group Sustainability**

Most interview respondents believed that the Peer Groups were the most likely part of the program to be sustainable. Although there is no guarantee, the CSWs place a high value on the groups and seemed quite committed to continuing to provide support such as providing a meeting place, and even helping to raise funds for group activities.

Most peer groups have been provided training in group management and establishment. This training proves to be essential for the ongoing sustainability of the groups. At present when the support from the project has ended for four months, the AWD group leaders are doing well to maintain group activities at the provincial level.

### **Vocational Training and Job Placement Sustainability**

The model will be sustained to some extent as the Job Service Centers in Hai Duong and Quang Nam wish to introduce an on-the-job component into their vocational training courses. Both Centers are also committed to, and have funding to, continue providing vocational training to people with disabilities. In Hai Duong the Social Protection Center is also now providing on-the-job training for people with disabilities with funding provided by DoLISA. The Red Cross in DaNang also plans to introduce the idea of work placements as part of the training they provide at their vocational training center for people with disabilities in DaNang.

Fifty-one (51) of the fifty-eight (58) employers interviewed (88%) said they wanted to continue training and hiring AWD after the program finished, only five (5) said they would charge fees for training. Forty-four (44) of the sixty-seven (67) AWDs (66%) thought that the employer that trained them would train other AWDs even without assistance from the program. In addition, all the CSWs and CBSWs believed that at least some of the employers would continue to hire and train young people with disabilities.

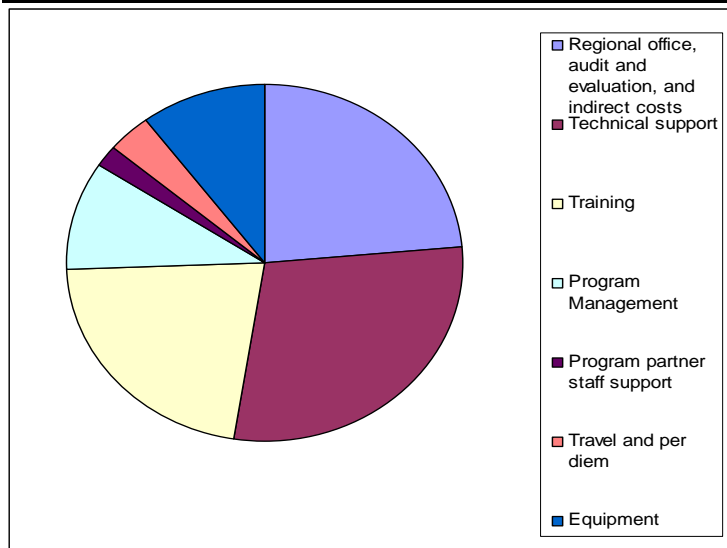
## **V. COST EFFECTIVENESS**

Donors often use a simple calculation of dividing the total budget by the total number of beneficiaries. For this program, if we simply divide the total budget of \$2,116,844 by 1,055 AWD beneficiaries, the cost per beneficiary is \$2,006.

However, for this program it can be argued that there are a range of other beneficiaries of program activities. For example, employers benefited from the professional development and equipment

provided, and community workers and government staff also benefited from the professional development provided. As can be seen from the huge range of activities and outcomes of the program, this is a comprehensive program, not merely a vocational training program. Thus it is worth examining how much of the budget was committed to different elements of the program.

Regional office, audit and evaluation, and indirect costs	\$ 508,433	24%
Technical support (WCDO staff and consultants)	\$ 618,769	29%
Training (includes vocational training and partner training)	\$ 471,036	22%
Program Management (at Province and District level)	\$ 204,541	10%
Program partner staff support (Allowances for CSWs, etc)	\$ 46,480	2%
Travel and per diem	\$ 71,906	3%
Equipment	\$ 223,065	10%
<b>Total</b>	<b>\$ 2,144,230</b>	<b>100%</b>

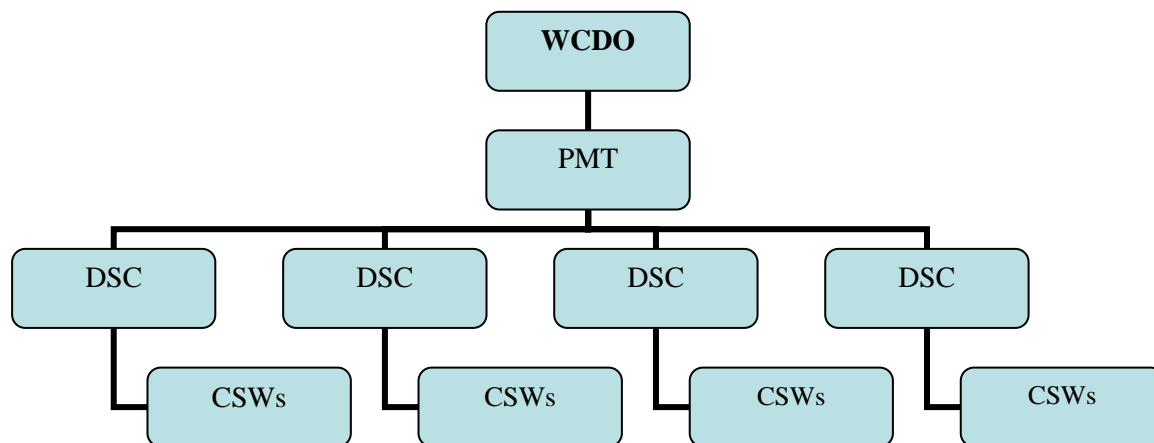


A high percentage of the program budget has been committed to the grassroots implementation of the program. Training, equipment and provincial and district staff support make up 42% of the total expenditure.

The highest single cost is technical support, which largely comprises the WCDO staff. Given that this program introduced a new model of vocational training, and worked with partners who had little if any experience of working with people with disabilities, this is a necessary investment, and was essential to the successful introduction of a new model.

It has not been possible in this evaluation to undertake extensive cost-benefit analysis; however it seems clear that this program has achieved very successful outcomes for AWDs, for communities, for employers and for the Vietnamese government at a number of levels for a relatively modest investment.

## VI. PROJECT MANAGEMENT



### Key:

PMT= DoLISA, Red Cross, DoET, PWD Representative\*

DSC= DoLISA, Red Cross, People's Committee, some CSWs, DoET, SSHO#, Women's Union#, CPFC#

\* In Quang Nam and DaNang

Generally the management structures and processes are seen as very good and effective. Some thought that having three partners (DoLISA, Red Cross and DoET) was effective and even suggested more partners, such as the Society of Support for Handicapped and Orphans or the Women's Union. Other stakeholders thought that three partners was too many and it would be better to have one or two main partners.

## VII. COOPERATIVE RELATIONSHIPS

Information about cooperative relationships (defined as WCDO's interaction with national and international non-government organizations) was collected through interviews with government partners, with project staff, and through a review of project documentation. In all cases, WCDO maintains healthy on-going relationships with some agencies although there is not necessarily regular interaction.



## **National Events**

As reported in Quarterly Reports, WCDO staff were actively involved in organizing for and participating in various national events related to the disabled, including a seminar on Employment of Persons with Disabilities (DaNang, August 2000), the Asia Pacific Disability Forum hosted in Hanoi (December 2001), and annual Day of People With Disabilities.

## **Disability Forum**

WCDO expatriate staff were instrumental in forming the Disability Forum in 1999, a cooperation and communication network that meets every other month and publishes a regular newsletter. WCDO staff continues to participate in the Forum and to make occasional presentations at meetings as well as contributions to the newsletter. While this group provides an excellent place to disseminate information about this project and to discuss common issues, more could be done by WCDO to capitalize on the possible benefits of such a group.

## **Referrals to Cooperating Agencies**

There are several organizations with whom WCDO cooperates to discuss project implementation experiences, as well as to provide appropriate medical interventions for project AWD. The referral system is not systematic, but largely informal as there is no project funding available to support it. In most instances, WCDO's contribution consists of logistical support for the AWD. These cooperating agencies include:

<b>Agency</b>	<b>Type of Cooperation</b>
Assemblies of God World Relief (USA)	Funding for surgery interventions
Kommittee Twee (Holland)	Hearing tests for AWD @ Center for Special Education
Northwest Medical Teams (USA)	Medical check-up for all AWD
Pearl S. Buck	Discussion on plan to extend work for hearing impaired in Phase Two
Save the Children UK (SCF-UK)	Provided training in awareness raising for families of AWD
Southeast Asia Relief	Allocate funds to pay for minor surgery for AWD's
Vessels of Mercy	Provision of hearing tests and hearing aids to AWD
Vietnam Veterans of America Foundation (USA)	Health exams and provision of prosthetic and orthopedic interventions
World Vision	Sharing experiences and discussing implementation

There is some evidence that local government counterparts are learning from WCDO's interventions in this area: during the evaluation the team leader visited a home where a former project beneficiary was recovering from surgery on her club feet. The local Red Cross had become aware of her condition and used resources from the American Red Cross to pay for the surgery.

Such examples could be interpreted as indicators of sustainability and increased initiative from local players.

### **VIII. SUMMARY OF RECOMMENDATIONS (Please refer to the Final Evaluation Report for more details)**

1. Increase the eligible age range for young people with disabilities.
2. Increase the vocational training time.
3. Focus on young people with serious disabilities.
4. Provide more training for CSWs, both additional skills and more advanced training.
5. Provide additional support for equipment/tools for the training period and to help young people with disabilities establish their own businesses.
6. Ensure full disclosure with program partners.
7. Establish an exchange program, both internal and external to visit other similar programs.
8. Provide more and more appropriate small business management training for AWDs.
9. Aim for a greater impact on national policy.
10. Develop referral protocols to improve the comprehensive approach.
11. Ensure adequate and timely management and leadership training for peer groups.
12. Extend training in rural areas and rural industries.
13. Include more PWD in management of the program at all levels.
14. Ensure a strategic approach to implementation.
15. Extend the commencement workshops down to the grassroots.
16. Ensure an appropriate program partner.